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ABSTRACT

All the essays in this collection explicitly or implicitly discuss the ethics of leadership. Paul Johnson's "Plato's Republic as Leadership Text" is an essay on Plato and Nietzsche that considers two fundamental issues: the use of force and persuasion and the tension between the actions that lead to a position of leadership and the actions after obtaining the position. Peter Temes' "Teaching Leadership/Teaching Ethics: Martin Luther King's Letter from the Birmingham Jail" emphasizes the importance of moral ideas to leadership. Thomas D. Cavenagh's "Earl Warren, Thurgood Marshall, 'Brown v. Board of Education of Topeka': Portraits in Leadership" shows how leaders gain power and respect through moral ideas. Mark Sibicky's "Understanding Destructive Obedience: The Milgram Experiments" has much to say about the misuse of power. During these experiments, an authoritative person in a white coat asked a person to give electric shocks to someone who exhibited pain. A high percentage followed orders. Jacob Heilbrun's "Can Leadership Be Studied?" asks how we can guard against the mixture of paranoia and charisma that constitutes immoral leaders. Judith Lorber's "Reflections on Gender, Work, and Leadership" examines gender differences in leadership and asks if they are genuine differences or if they are due to one gender's lack of power and subsequent inability to reward loyal subordinates. Daniel Born's "Leadership Studies: A Critical Appraisal" explains that the awareness of the common good is a part of the ethics of leadership, but it is not the whole story. Garth Katner's "Mujaheddin and Militiamen: The Global Challenge of Esoteric Leadership" concludes that the militia network in the U.S. and the Taliban are examples of esoteric leadership. An esoteric leader provides his followers certainty and scapegoats. It is leadership based on resentment and violence. Joanne Ciulla's "Ethics, Chaos, and the Demand for Good Leaders" considers the changing definitions of leadership over time, the difference between good leadership and effective leadership, and the need for a shared set of ethical values. Leaders should be trustworthy and accessible. They should grant autonomy to and require superior performance from their subordinates. Rather than using the material rewards of power and resources, leaders should offer a shared ethical goal. (Contains 138 references.) (RKJ)

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